



county of Santa Cruz

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HUMAN RESOURCES AGENCY

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February 22, 2000

Agenda: March 7, 2000

BOARD OF SUPERVISORS
County of Santa Cruz
701 Ocean Street
Santa Cruz, CA 95060

WORKFORCE INVESTMENT ACT IMPLEMENTATION UPDATE

Dear Members of the Board:

On April 27, 1999, your Board approved a number of preliminary actions required for local implementation of the Workforce Investment Act (WIA) of 1998. The purpose of this letter is to report on WIA implementation activities, to provide recommendations regarding the local Strategic Planning Process, and to inform your Board of mandated changes to youth workforce programs. In addition, final actions are recommended in order to complete the required transition from the Job Training Partnership Act (JTPA) funding for programs.

WIA Implementation Activities

The Workforce Investment Act consolidates more than 60 federal training programs through three block grants to the states; Adult Employment and Training, Youth Employment and Training and Adult Education and Literacy. The most important aspect of the Act is its focus on meeting the needs of businesses for skilled workers and the training, education and employment needs of individuals through a customer-focused One-Stop Career Center System. Several new features are included in the Act to ensure the full involvement of business, labor and community organizations in designing and ensuring the quality of the new workforce investment system. With the opening of the Mid-County Workforce Santa Cruz County Career Center, the local One-Stop Career Center System is complete and includes the majority of the activities and services required by WIA. Local implementation activities have thus focused on providing for the continuation and expansion of the existing One-Stop partnerships, the establishment of a local Workforce Investment Board, and the development of the

appropriate governance structure for WIA activities. In addition, significant emphasis has been placed on planning for the transition to WIA youth programs.

Continuation and Expansion of One Stop Activities Consistent with WIA

Along with other preliminary actions related to the Workforce Investment Act, your Board designated the Human Resources Agency (HRA) as the administrative fiscal agent for grant funds to the Workforce Investment Area, and as the interim One-Stop Operator of Workforce Santa Cruz County Career Centers. Since that time, the existing partners have recommended that HRA continue to be designated as the One-Stop Operator in order to build on the success of the local model. Existing partner agreements and Memoranda of Understanding (MOUs) are being reviewed to insure that all of the required elements under WIA are incorporated. In the future, One-Stop Career Center activities will be supported through a combination of WIA funding as well as costs allocated to partners including CalWORKs. Finally, a recently completed evaluation of existing activities and services offered at the Workforce Santa Cruz County Career Centers indicates that, with minor adjustments, these activities and services will fully implement WIA provisions. Any future changes to staffing will be discussed as a part of the 2000-2001 HRA budget documents. However, WIA programs are 100% federally funded and these changes will not result in any local cost to the County.

Establishment of a Local Workforce Investment Board

The Workforce Investment Act specifies that each designated service area such as Santa Cruz County will be governed by a Local Workforce Investment Act Board (WIB). The local board is appointed by the chief local elected official (your Board) in accordance with State criteria established under WIA and is certified by the Governor every two years. The Local Workforce Investment Board acting in partnership with your Board sets the policy for the portion of the workforce investment system within the local area. The local board, again in partnership with your Board, also develops the Five Year Strategic Plan and oversees WIA implementation activities.

In April 1999, your Board designated the Private Industry Council, which was an advisory body to your Board, as the Interim Workforce Investment Board to begin the planning and implementation process and to develop recommendations to conform its membership to WIA criteria. As under JTPA, the WIA requires that a majority of the local workforce board members must be private business representatives. Additionally, mandated public sector representatives include education providers, labor organizations, community-based organizations serving disabled individuals and veterans, economic development agencies and One-Stop program partners. Attachment 1 summarizes the local workforce board composition which is required by the WIA. Although the final membership requirements from the State are

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still being formulated, it is clear that the membership of the local board will expand significantly, especially in the category of business representatives, which must constitute a majority of the board membership. Additionally, on January 25, 2000, the City of Watsonville passed a resolution recommending that each City Council throughout the County be represented on the Local Workforce Investment Board. The City of Watsonville has transmitted a letter to your Board in that regard. If your Board and the interim WIB determine that it is appropriate to include representatives from the City of Watsonville on the WIB, it would also be appropriate to offer the opportunity for representation to each of the other city councils and to include a representative from the Board of Supervisors. The addition of these representatives will require an equal addition of business representatives to maintain the required business majority of the local board. As a result the local board will then consist of a total of 43 members, necessitating the recruitment of 28 new members, including 14 new representatives from the private sector.

In order to accomplish this substantial recruitment effort, the interim WIB is recommending that your Board approve the attached recruitment time line and strategy (Attachment 2). The strategy includes formation of a nominating committee to develop candidate contacts and the use of a recruitment brochure. The interim board staff will develop nominations for mandated representatives from the public sector and community-based organizations, as appropriate. The nomination and appointment process for the Local Workforce Investment Board appointments will be conducted in compliance with the provisions of the Workforce Investment Act as well as Chapter 2.38 of the Santa Cruz County Code, with the interim WIB providing recommendations to your Board regarding appointments.

The interim WIB will discuss the City of Watsonville's request for representation on the WIB at their next meeting and forward a recommendation on the request to your Board on March 21st along with the local Workforce Implementation Plan. Before any appointments to the WIB can be considered by your Board, it will be necessary to modify the bylaws and ordinance establishing the Local Workforce Investment Board. These changes will also recognize the expanded role and responsibilities of the local WIB. The first recommended appointments to the WIB are thus anticipated to come before your Board beginning in May. New members would then be seated on the WIB at the June meeting.

Governance Structure for the Interim WIB and Establishment of the Youth Council

The new role of the Local Workforce Investment Board (WIB) is to provide guidance and oversight for the local activities to implement the Workforce Investment Act, with the day to day operations and services to be delegated to the One-Stop Career Center management. The interim WIB, therefore, proposes to hold full board meetings on a quarterly schedule and establish time-limited task forces to respond to critical elements of WIA legislation and its

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local implementation, as well as to address on going business. Three subcommittees have been initially identified -- WIA Executive Subcommittee, Transition Task Force and Youth Task Force. In the future, as appropriate, additional or different subcommittees may be established as others sunset.

- The Executive Committee will consist of the interim WIB Chair and Vice-Chair together with the Chair and Co-Chair of each of the other Task Forces (Transition and Youth). A seventh at-large member will also be included to ensure continuity from past Board functions. This Committee will meet between the Interim WIB quarterly business meetings to provide overall direction to interim WIB activities.
- The interim WIB Transition Task Force will consider planning for the overall implementation of the WIA, including the composition of and recruitments for the Local Workforce Investment Board, service delivery, the use of funds, and how to most fully utilize the One-Stop Career Center system.
- The interim WIB Youth Task Force will consider the composition and recruitments of the Youth Council, required under the WIA, coordination of community services to youth and the WIA youth development program design. The Youth Council is a required subgroup within each Local Workforce Investment Board. Youth Council members are appointed by the local WIB in cooperation with your Board and may include both members and nonmembers of the local WIB. The Youth Council is responsible for development of portions of the local plan relating to youth, recommendations regarding eligible providers of youth activities, and coordination of authorized youth activities.

The interim WIB began planning for implementation of the WIA by holding strategic planning sessions to develop a mission, vision and goals for the WIB on November 18, 1999 and on January 20 and 21, 2000. The **WIB** mission adopted at these sessions is "Building economic prosperity through workforce development." This mission as well as the vision and goals developed at these planning sessions will provide the direction and framework for the Local Workforce Investment Act **5-Year Strategic Plan** for Santa Cruz County.

Local Workforce Investment Act 5-Year Strategic Plan

The Governor announced the membership of the State of California Workforce Investment Board, the body that will be responsible for certifying local Workforce Investment Areas, selecting and issuing final approval of local Workforce Investment Boards, certifying One-Stop Operators and local **WIA** fiscal entities and approving local **WIA 5-Year Strategic Plans** in December 1999.

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In the same month, the Governor also issued draft guidance on local WIA 5-Year Strategic Plans. Local areas must complete and submit their plans to the State by March 31, 2000 in order to receive funding July 1, 2000. Requirements in this process include a public hearing and a 30-day public review and comment period following the release of the plan. In order to meet this schedule, the interim WIB has determined that it would be appropriate for staff to prepare the draft plan in consultation with the subcommittees. The interim WIB released the draft local plan for public review and comment on February 18th. Public hearings on the plan will be held on February 18th and March 20th. The plan will also be available on the Internet through the Workforce Santa Cruz website and in public libraries. Comments on the plan will be accepted through March 20th. The final plan, along with public comments and responses to the comments, will then be submitted to your Board for approval on March 21st. A detailed schedule for Santa Cruz County Strategic Plan preparation is included as Attachment 3.

Given the short time line, the Plan will be considered “a plan to plan” and ongoing outreach and planning processes will be included in the Strategic Plan. The Plan will provide a general blueprint for workforce investment activities in Santa Cruz County and will emphasize inclusion of all segments of the community, and the flexibility to respond to changing needs of both businesses and job seekers.

The Strategic Plan for Santa Cruz County will support the State vision and goals for workforce investment and will include sections describing the local vision and goals, labor market analysis for the local and appropriate regional areas, and the local one-stop delivery system. The plan will also discuss how leadership and authority will be exercised by the Local Workforce Investment Board to implement the provisions of WIA. In addition, the strategies and tactics to develop a comprehensive service delivery system for eligible youth, and how that system will be coordinated through the One-Stop Career Center System will be included in the Plan.

Performance standards, job placement, retention and wage outcomes for adults, dislocated workers and youth, are another key element of WIA implementation. These standards must be met by the local One-Stop System in order to continue to receive funding for job training and other workforce development services. Because the Department of Labor is still formulating standards and guidance on performance standards, this essential component of WIA implementation is not required to be included in the local Strategic Plan. Performance standards will be negotiated with the State this later this spring after submittal of the local Strategic Plan. HRA is currently developing a basis for the negotiation of local performance standards, including information on the effect of local economic and workforce conditions and the current high employment rate on our ability to continue to meet high performance standards.

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Youth Services

As you may be aware, the WIA youth program structure differs significantly from the JTPA youth programs. The WIA includes a unified youth program and allocation, promoting a comprehensive workforce development system consisting of 10 required program elements/activities. Included in this structure are extended follow-up and mentoring for all youth receiving services. Additionally, performance measures will include the outcome data for every youth served.

The WIA youth program allocation is also projected to be lower than the current JTPA youth allocation. Given this, and the comprehensive, long-term nature of the WIA services structure, the projected number of youth that can be served annually is estimated to be approximately 150-250, less than half the number served under JTPA. However, youth served will have a rich mix of services to ensure their long-term success.

Because WIA does not offer stand-alone youth activities, the Summer Youth Employment and Training Program (SYETP)/Hire-A-Youth offered through JTPA, has ended. SYETP/Hire-A-Youth traditionally provided 500-700 local youth with work experience and related academic enrichment activities each summer. Through the interim WIB Youth Task Force meetings, youth service providers have been alerted to this change so that alternatives for youth during the summer of 2000 can begin to be discussed. HRA is also notifying all area youth providers of the changes to summer programs in writing and will continue to discuss alternatives to the SYETP/Hire-A-Youth with area youth providers at the Interim WIB Youth Task Force meetings.

The **community** impacts of the changes to the summer youth program are being discussed on a national level as well. The U.S. Conference of Mayors has drafted a resolution supporting an emergency supplemental appropriation to increase funding for WIA youth programs allowing for service levels close to those under JTPA. We will continue to monitor movements such as this one closely and will provide updates to your Board and the community as appropriate. Meanwhile, to alleviate some of the anticipated unmet need this summer, HRA will allocate CalWORKs funds to provide summer work experience to approximately 50 to 100 children of CalWORKs eligible parents.

Finally, to provide required youth program elements such as mentoring, tutoring, study skills development and leadership training, HRA, with the recommendation of the interim WIB, plans to issue a Request for Proposal for approximately \$250,000-\$350,000 per year in March 2000. HRA will bring the resulting contracts to your Board for approval no later than June

2000. These contracts will be fully federally funded and will include no cost to the County. The HRA CareerWorks Division and its staff will continue to offer activities, such as work experience and career counseling, which are also required WIA youth elements.

JTPA Close Out

In the upcoming months the State of California will be requiring JTPA close out reports from the localities. The information needed may include the status of participants, financial reports, materials disposition and other data relevant to the close out of JTPA. In order to meet these requirements, the HRA will execute the reports and acquire the appropriate signatures from the Board Chair as well as the PIC/Interim WIB Chair, as needed. During this period, HRA will make every effort to ensure the seamless transition of participants from JTPA into WIA.

Conclusion and Recommendations

The Workforce Investment Act of 1998 provides the framework for a unique workforce preparation and employment system designed to meet both the needs of the nation's businesses and the needs of job seekers. In Santa Cruz County a number of key elements of the system are already serving our community. The actions recommended to your Board in this report are essential to continue progress on implementation of the WIA.

It is THEREFORE RECOMMENDED that your Board:

- 1) Accept and file this report on Workforce Investment Act Implementation;
- 2) Approve the implementation activities proposed by the Interim Workforce Investment Board and described in this letter, including the Recruitment Strategy and Time line (Attachment 2) and the Local Strategic Plan Schedule (Attachment 3)
- 3) Authorize the Human Resources Agency CareerWorks Division to issue a Request for Proposal for youth services authorized under the Workforce Investment Act;
- 4) Direct the Human Resources Agency Administrator and the Interim Workforce Investment Board Youth Task Force to continue to discuss alternatives to the Summer Youth Employment and Training Program/Hire-A-Youth with area youth providers.

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- 5) Direct the Human Resources Agency Administrator to return on March 21st with the Draft 5-Year Local Strategic Plan for consideration; and
- 6) Authorize the Chairperson of the Board of Supervisors, the Interim Workforce Investment Board Chairperson, and the Human Resources Agency Administrator to execute JTPA Close-Out documentation required by the State of California as needed.

Very truly yours,



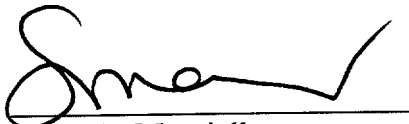
Cecilia Espinola
Administrator

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Attachments

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RECOMMENDED



Susan A. Mauriello
County Administrative Officer

cc Interim Workforce Investment Board

LOCAL WORKFORCE INVESTMENT BOARD COMPOSITION

MEMBERSHIP CATEGORY REQUIRED LOCAL BOARD MEMBERS EXISTING PIC/WIB MEMBERS NEW MEMBERS NEEDED

Required Representatives

Community-based organizations	2	1	1
Educational agencies (including local school board, adult education and postsecondary education)	4	2	2
Economic development agencies	2	0	2
Labor organizations	2	2	0
CA Dept. of Vocational Rehabilitation	1	na	1
Welfare to Work, CalWORKs, WIA funded activities	1	1	0
Employment Development Department (including Unemployment Insurance and Veterans Employment and Training)	1	1	0
Community Services Block Grant	1	na	1
Title V of the Older Americans Grant	1	na	1
Migrant and Seasonal Farmworker Programs	1	na	1
Businesses (must be a majority of the board members)	17	8	9x

LOCAL BOARD MEMBERSHIP SUBTOTAL WITH REQUIRED REPRESENTATIVES

Potential Additional Representatives

Representatives from the City Councils 04 Watsonville, Santa Cruz, Scotts Valley, Capitola and County Board 04 Supervisors	5	5	5*
Additional business representatives required with jurisdiction representatives	5	5	5*

LOCAL BOARD MEMBERSHIP TOTAL WITH ADDITIONAL REPRESENTATIVES

43 28

* The number 04 business representatives with the required representatives = 9; the number 04 additional business representatives = 5. The total number 04 business representatives needed if local board includes both required and potential members = 14

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**WORKFORCE INVESTMENT BOARD RECRUITMENT
PROPOSED TIMELINE AND STRATEGY**

TASK: TO EXPAND REPRESENTATION OF INTERIM WIB TO MEET MIVA REQUIREMENTS

0-03

	Activity	Timeframes	Responsible Party
1	Develop criteria for serving on board; recruitment goals	Complete	WIB Transition TF
2	Prepare recruitment brochure	Complete	Staff
3	Develop draft recruitment time line and strategy	Complete	Staff
4	Develop membership categories and recommendations for public sector board members	Complete	Staff
5	Approve recruitment time line and strategy	Complete	Transition TF/WIB
6	Establish nominating committee for private sector board members	2/00	Staff/WIB
7	Initial contacts to potential private and public sector board members	2/00 *	Staff/NC/WIB
8	Visits to potential private sector appointees	3/00 *	Staff/NC/WIB
9	Review 04 potential appointees with Board members	3/00 *	Staff
10	Assist candidate appointees with Board application form	3/00 *	Staff
11	Board 04 Supervisors consideration 04 application(s)	4/00 *	Staff/BOS
12	First WIB meeting for new appointees	6/00	

* Represents earliest possible time frame. Activity will be on-going until recruitments are completed.

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Proposed Time Line for Review and Preparation of the Local Strategic Plan		
Activity	Responsibility	Time
❖ Consider time line, provide general direction for Plan, authorize staff to work with subcommittees	IWIB	January 20-21 Retreat
❖ Preparation of Draft Plan	Staff	January-February
❖ Review of Draft Plan by Subcommittees	Executive, Youth & Transition Subcommittees	February
❖ Draft Plan Released, Public Hearing on the Local Plan	IWIB	February 18
❖ Public Review and Comment on the Local Plan	Public	February 18 - March 20
❖ Recommend Approval of the Local Plan	IWIB	March 20
❖ Approval of the Local Plan	Board of Supervisors	March 21
❖ Submittal of Local Plan to State	Staff	March 31